

# The Menzies School Leader Fellowship Program

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Program design

May 2019

Commercial in confidence



# School leadership is a critical leverage point for school system improvement

*Our hypothesis is that the education system requires a **talent pipeline of school leaders** that are better prepared for the complex role of leading the improvement required to lift student performance.*

The complexity of school leadership requires a multi-integrated dynamic approach to transform the education system.

The Fellowship Program is the centrepiece of a dynamic incubator process that develops individual school, cohort and system school leadership capability and uses these insights to develop a scalable system wide leadership intervention to build Collective Efficacy (CE) and improve student learning outcomes.

The Fellowship is led by a multi-sector collaboration comprised of school leaders, their schools and corporate, philanthropic and university partners.

The dynamic incubator process captures individual, school, cohort and system level leadership insights to develop scalable systemic leadership interventions.

## Desired Outcomes



Delineation of the talent pipeline required to improve student performance at a whole of system level and the leadership development platform to support this



Tools, techniques and frameworks required to scale leadership development program insights across the system



Best practice in Collective Efficacy delivered in schools

At the heart of the Program are two key frames:

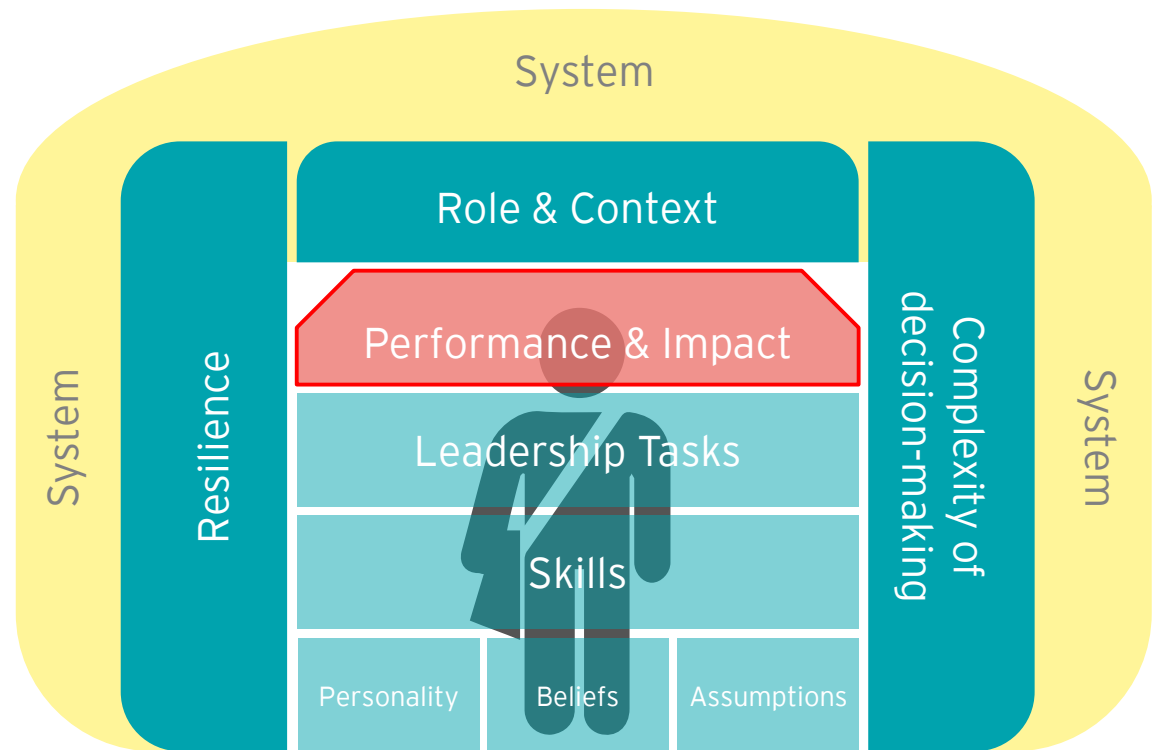
- A System Leadership approach
- Developmental sequence based on transitions

'System Leadership' is an expanded view of development which recognises that significant impact on self, school and system requires more than the traditional focus on building technical and skills based competence

Traditional leadership development has relied on building technical and skill based competence. Leading improvement in education outcomes in Schools in an increasingly complex world, requires a 'System Leadership' approach.

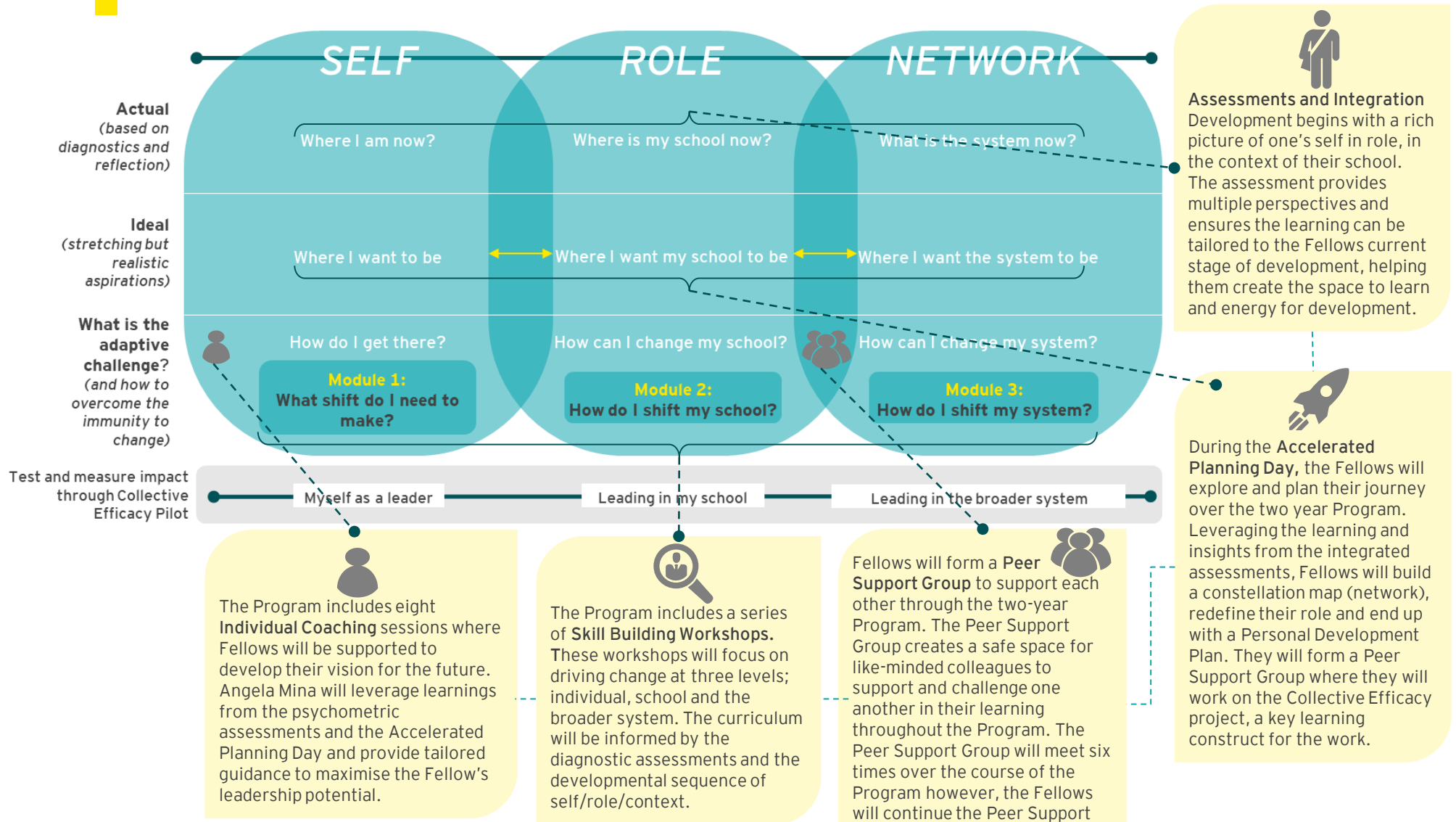
This is comprised of the technical and skill based competencies that have always been valued in school leaders and additionally proposes that resilience and complexity of decision making play a significant role in determining a leader's ultimate impact, especially in the face of adaptive challenges.

The Program will support Fellows to develop personal insight, experiment with the development of new skills and apply this learning in real time. The Collective Efficacy project provides a key learning context for leaders to reflect on their practice at the individual, school and system level.



● New holistic approach    ● Traditional focus on individual

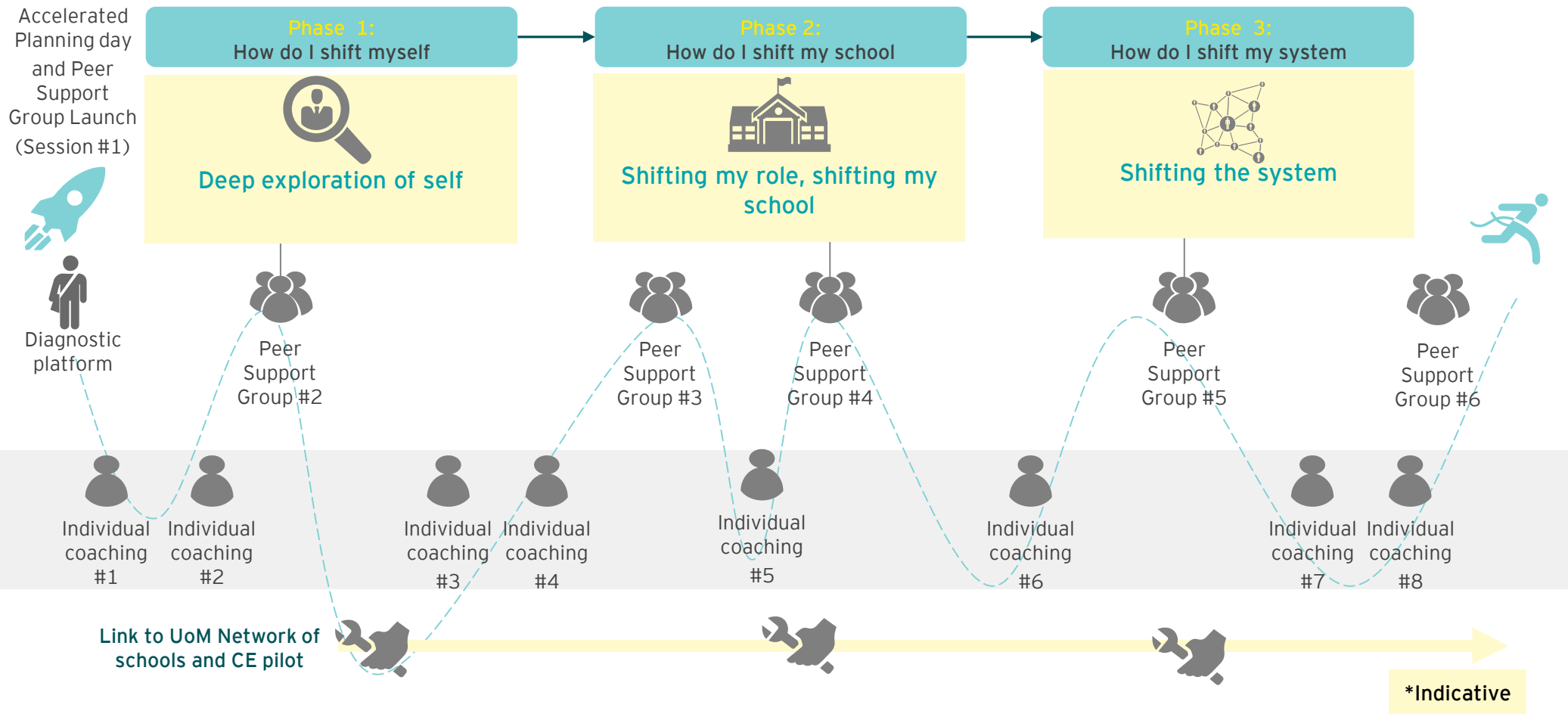
To build leadership capability, the Program is composed of various elements that explore the Fellows' world from different perspectives to provide insights about themselves, their role, their school and the education system



The Program is a blended learning  
journey over two years

The Program combines collective and individual experiences, prioritising school-based work with each of the Fellows' leadership teams about themselves, the role they play in their schools and in the education system

March 2019 - March 2021



The two year Program is comprised of the following five elements:



### Diagnostic Platform

- ▶ A set of assessments focussed on personality, decision making, resilience and wellbeing in the context of self, role and system



### Accelerated Planning Day

- ▶ An Accelerated Planning day, at the commencement of the Program, to support the Fellows to explore and plan their journey for the Program, leveraging feedback from the assessments and diagnostics



### Peer Support Groups

- ▶ A Peer Support Group, that meets six times over the two years
- ▶ The Peer Support Group will create a safe space for like-minded colleagues to support and challenge one another in their learning throughout the Program



### Individual Leadership Coaching

- ▶ Eight targeted coaching sessions over two years
- ▶ These coaching sessions enable the Fellows to unlock leadership potential to maximise their own performance, helping them to learn rather than teaching them



### Workshop Modules

- ▶ Three workshop modules over the course of the Program to support Fellows to develop their capabilities as a leader in the context of: Self, School and System
- ▶ These workshops build iterative capability